



LIVE WELL
SAN DIEGO

A **Healthy**, **Safe** and **Thriving** San Diego County

Thriving Strategy Agenda

October 21, 2014



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COMMITMENT TO THE FUTURE

A County that is Healthy, Safe and Thriving. This is the vision of the County of San Diego, and the focus of *Live Well San Diego*, a long-term initiative to advance the health, safety and overall well-being of the region. This initiative has progressed since the original adoption of *Building Better Health* in 2010 and *Living Safely* in 2012 into a sustained, long-term effort. With the completion of the *Thriving Strategy Agenda*, *Live Well San Diego* is now a comprehensive approach that guides County services, strengthens collaboration and coordination among community leaders, and improves the health, safety and quality of life of all residents in the region.

There are three components to *Live Well San Diego*:



- ***Building Better Health*** calls for improving the health of all residents and supporting healthy choices
- ***Living Safely*** calls for ensuring residents are protected from crime and abuse, neighborhoods are safe, and communities are resilient to disasters and emergencies
- ***Thriving***, the focus of this document, calls for cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life

Together, these three components provide a roadmap for achieving the County's vision. The following four strategic approaches provide an overarching framework for organizing actions:

- **Building a Better Service Delivery System:** Improving the quality and efficiency of County government and its partners in the delivery of services to residents, contributing to better outcomes for clients and results for communities
- **Supporting Positive Choices:** Providing information and resources to inspire county residents to take action and responsibility for their health, safety and well-being
- **Pursuing Policy and Environmental Changes:** Creating environments and adopting policies that make it easier for everyone to live well, and encouraging individuals to get involved in improving their communities
- **Improving the Culture Within County Government:** Increasing understanding among County employees and providers about what it means to live well and the role that all employees play in helping county residents live well

THRIVING

Thriving encompasses a broad range of areas that are interconnected and foundational to the quality-of-life for everyone in the region. Therefore, a high degree of partnership is required between government, stakeholders and the community to work together in effective and creative ways to achieve success. A coordinated public outreach process facilitated input from a wide variety of other entities that will support the Thriving goals. Ongoing coordination and collaboration are critical to successful implementation.

The *Thriving* plan promotes stronger **collaboration and coordination** throughout the region among all stakeholders. It embodies a **stakeholder-driven** approach from start to finish including planning, prioritizing and implementing. Implementation requires **leadership, participation and action** from all sectors of the community including public, private, philanthropic, and non-profit organizations.



This level of collaboration, coordination and leadership across the region will create results that could not be achieved by County government alone. The County has worked with partners to develop strategies to achieve the goals that will be led by *Live Well San Diego* collaborators. Additionally, the County has developed internal strategies to advance the goals of *Thriving* and *Live Well San Diego*.

To demonstrate partnership as a principle, development of *Thriving* involved broad representation of community leaders and stakeholders who are on the front lines of meeting critical needs and promoting a thriving community. Key stakeholders hailed from the following groups:

- | | | |
|------------------------|--------------------------|-----------------------|
| ▪ Economic Development | ▪ Philanthropy | ▪ Veterans |
| ▪ Chambers of Commerce | ▪ Community Services | ▪ Faith |
| ▪ Healthcare | ▪ Growth and Development | ▪ Arts and Culture |
| ▪ Education | ▪ Environment | ▪ Government Agencies |
| | ▪ Military | ▪ County Departments |

A multi-layered, methodical planning process engaged stakeholders in developing *Thriving*:

- **Focus Groups:** Early in the process, small meetings with key interest groups of stakeholders and County staff assisted in understanding key opportunities and challenges throughout the region

- **Thriving Team:** Serving as the primary advisory group, this cross-sector group of key stakeholders represented the rich diversity of the region's communities, needs and resources, as well as County programs, and guided development of an overarching framework including vision, themes, goals, and potential strategies
- **Community Partners Forum:** Expanding on the Thriving Team's representation, the Forum provided an opportunity to engage additional community and County representatives in identifying priority strategies
- **County Workshops:** Engaging County staff in cross-department workshops identified linkages between stakeholder-driven strategies and County government initiatives
- **Action Teams:** Community stakeholders and County government staff convened as teams organized by priority areas to refine goals and strategies, and define implementation steps and leadership roles

Efforts to implement *Thriving* will continue this collaborative approach, complementing or integrating with existing *Live Well San Diego* implementation teams throughout the County.

STRATEGIC FRAMEWORK

The strategic framework outlines the structure of *Thriving*, providing an overview of its content and organization. The *Thriving* vision, themes and goal areas serve as the foundation for specific goals and strategies. A visual representation of the framework is on page 5.

Vision

The *Thriving* initiative focuses on cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life.

Themes

Our region is *thriving* when we are:



Focus Areas, Goals, Strategies and Implementation Actions

To narrow this broad topic within shared priorities, the County and stakeholders defined **interrelated focus areas** and sub-areas for organizing efforts and resources for cultivating a *thriving* region:

Built and Natural Environment

- Transportation
- Built Environment and Neighborhoods
- Housing
- Natural Environment

Enrichment

- Civic Life
- Community Activities

Prosperity, Economy and Education

- Workforce/Education
- Economic Development

Within each focus area are **goals** that provide the path forward, each with a set of **strategies** that provide direction and a set of **implementation actions** that provide the “how to” in achieving goals during the remaining period of the *Live Well San Diego* plan. Clear **leadership and timeframes** define who and when strategies will be implemented. Links to the four *Live Well San Diego* strategic approaches identify how *Thriving* integrates with the broader *Live Well San Diego* initiative.

IMPLEMENTATION AND EVALUATION

Implementation of *Thriving* will be ongoing, with coordination and collaboration occurring among leaders and supporters. County staff will actively participate in implementation of *Thriving* in the following ways:

- Lead implementation of strategies, where assigned
- Support coordination and implementation among participants
- Maintain regular contact with implementation leaders to track progress and provide regular updates to County leadership
- Integrate implementation updates and outcomes with *Live Well San Diego* programs and annual reports

Progress will be measured through a variety of ways, primarily by identifying specific achievements to date, and anticipated next steps and milestones. Outcomes will be linked to the *Live Well San Diego* Indicators and inform ongoing refinement of the *Live Well San Diego* evaluation framework.

The following pages provide the Strategic Framework graphic and detailed goals and strategies.

THRIVING PLAN

STRATEGIC FRAMEWORK

Thriving Vision

Cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life

Thriving Themes

Engaging:
building community awareness and connectivity

Connecting:
filling gaps and ensuring equal access to basic needs

Flourishing:
exceeding basic needs

Focus Areas

BUILT AND NATURAL ENVIRONMENT

ENRICHMENT

PROSPERITY, ECONOMY AND EDUCATION

Goal Areas

Transportation

Built Environment and Neighborhoods

Housing

Natural Environment

Civic Life

Community Activities

Workforce

Economic Development

Strategies

Broaden transportation options to improve accessibility and connections between destinations.

Increase use of existing transit services.

Improve the quality and safety of the built and natural environment.

Create plans that address maintenance of existing public infrastructure.

Support availability and affordability of housing for all community members.

Create more accessible housing for seniors and people with disabilities to live independently.

Expand crime-free multi-family projects linked to economic opportunities for residents.

Enhance the quality of the natural environment through sustainability, pollution prevention, and conservation of resources.

Expand training and opportunities for community engagement and advocacy.

Increase access to and participation in the election process.

Strengthen the quality, functionality and impact of the volunteer system.

Expand the use of existing civic spaces for community needs and activities.

Advance the arts, culture, and creative community throughout the region.

Expand collaboration among workforce planning, education, community-based organizations, and government agencies' workforce development strategies.

Create pathways to careers.

Strengthen community members' literacy to support stable families.

Strengthen cross-sector collaboration to support economic development.

Investigate opportunities to generate regional partnerships and collaboration to support local economic development.

Strategic Approaches



Building a Better Service Delivery System









Supporting Positive Choices



Pursuing Policy and Environmental Change



Improving the Culture Within

| Strategic Approach | Goals | | FY 14-15 to FY 15-16 | FY 16-17 to FY 17-18 | FY 18-19 to FY 20-21 |
|---|-------|--|----------------------|----------------------|----------------------|
| FOCUS AREA: BUILT AND NATURAL ENVIRONMENT – TRANSPORTATION | | | | | |
| 1. Broaden transportation options to improve accessibility and connections between destinations. | | | | | |
|    | 1a. | Create inventory of data about usage patterns and gaps between destinations (including jobs centers, transit services, social services, commercial zones, schools, parks, and food access). | | | |
| | | i. Study approaches for enhancing first and last mile opportunities and constraints. | ✓ | | |
| | | ii. Develop active transportation plans for the County's unincorporated communities, working with stakeholders in the communities, including use of SANDAG technical assistance and grant funds. | | ✓ | |
| | | iii. Identify potential funding options and strategies for implementation. | | ✓ | |
| | | iv. Collaborate with private and public development to implement the active transportation plan. | | | ✓ |
| | | v. Conduct periodic assessments of trail use. | ✓ | ✓ | ✓ |
|    | 1b. | Expand inter-agency partnerships and data sharing to strengthen decision-making for locating transit facilities and essential services. | | | |
| | | i. Develop a proactive, pre-planning approach to support developers in maximizing transit-oriented features/designs in projects. | | | ✓ |

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| | | ii. Identify trade-offs and incentives for locating projects on transit corridors, or reducing parking demand with multi-modal options. | | ✓ | |
| | | iii. Engage transit agencies more closely in long-range community planning processes. | ✓ | | |
| | | iv. Link regional planning efforts to Safe Routes to Transit planning efforts. | ✓ | | |
| | | v. Coordinate data and priorities between the County's Capital Improvement Plans process and transit infrastructure needs. | | ✓ | |
| 2. Increase use of existing transit services. | | | | | |
|   | 2a. | Assess and expand existing discounted/free transit access programs to identify gaps, outreach opportunities and distribution partners. | | | |
| | | i. Identify demographics that should benefit from discounted or free transit programs. (e.g., youth/students, seniors, low socio-economic status, | ✓ | | |
| | | ii. Catalog inventory of existing incentives and identify opportunities for publicizing incentives. | ✓ | | |
| | | iii. Promote existing incentives and explore future partnerships with potential partner organizations (e.g., schools, major employers, etc.). | ✓ | ✓ | ✓ |
| | | iv. Develop a regional marketing strategy for transit use. | | ✓ | |

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| | | v. Engage regional agencies in supporting purchase and distribution of bulk/discounted passes for target groups. | | ✓ | |
| FOCUS AREA: BUILT AND NATURAL ENVIRONMENT - BUILT ENVIRONMENT AND NEIGHBORHOODS | | | | | |
| 3. Improve the quality and safety of the built and natural environment. | | | | | |
|  | 3a. | Integrate a broad spectrum of topics to balance community interests, economic development and the environment in community planning at the regional and local levels with a focus on implementation. | | | |
| | | i. Conduct a scan of existing policies, plans, documents, and development review processes, to identify public health and safety needs while balancing community desires with economic growth goals. | ✓ | | |
| | | ii. Identify deficiencies and gaps in infrastructure and in using assessment tools and methods (technical and community engagement). | | ✓ | |
| | | iii. Assess opportunities for addressing public health, safety and other components into planning efforts. | ✓ | | |
| | | vi. Facilitate inter-agency cooperation and civic engagement through partnerships with local agencies and organizations to share new and ongoing planning-related initiatives and receive public input. | | | ✓ |

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|   | 3b. | Improve planning, designing and maintaining parks. | | | |
| | | i. Apply best practice methods related to health, safety and equitable access for siting, planning, designing and maintaining parks and open spaces by broadening community engagement and volunteer opportunities in planning, maintenance and safety efforts. | | ✓ | |
| | | ii. Expand identification of park-poor communities as measured by acreage, access levels, and facilities through existing mapping and data sources. | ✓ | | |
| | | iii. Identify potential implementation and maintenance approaches related to health, safety and equal access to meet needs in park-poor communities, such as joint-use arrangements, new developments, and financing. | | | ✓ |
| 4. Create plans that address maintenance of existing public infrastructure. | | | | | |
|   | 4a. | Promote community-specific engagement around infrastructure and capital improvements program budgeting and priorities. | | | |
| | | i. Engage community groups in a transparent process organized for planning and implementation of public work projects as funding is available. | ✓ | | |
| | | ii. Coordinate maintenance and future infrastructure programs to identify needs, and potential funding strategies. | | ✓ | |
| | | iii. Strengthen and enhance plans for horizontal and vertical infrastructure. | | | ✓ |
| | | iv. Encourage community input on needed and desired infrastructure improvements. | | ✓ | |

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| FOCUS AREA: BUILT ENVIRONMENT - HOUSING | | | | | |
| 5. Support availability and affordability of housing for all community members. | | | | | |
|  | 5a. | Assess the region's ability to meet production goals assumed in regional plans. | | | |
| | | i. Bring together local jurisdictions, regional planning agencies and other stakeholders to review annual housing production goals and compare with assumptions in regional plans. | ✓ | ✓ | ✓ |
| | | ii. Identify gaps and opportunities in implementation of regional plans. | ✓ | | |
| | | iii. Identify opportunities to maintain regional production of housing consistent with regional planning assumptions. | | ✓ | ✓ |
| | | iv. Create a cross-departmental team within the County to identify possibilities for greater accomplishments of goals. | ✓ | ✓ | ✓ |
|   | 5b. | Build new public-private partnerships to advance development. | | | |
| | | i. Share best practices between jurisdictions. | ✓ | ✓ | ✓ |
| | | ii. Explore and pursue new public-private partnerships to advance development. | | ✓ | |
| | | iii. Identify and implement best practices for filling gaps, including financing options and retention of existing affordable housing. | | ✓ | |
|  | 5c. | Review local and State requirements for potential efficiencies in low-income housing program delivery. | | | |
| | | i. Share best practices of agencies to leverage resources. | ✓ | | |

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| | | ii. Identify requirements and potential changes needed in regulations. | | ✓ | |
| | | iii. Advocate for and implement identified regulatory changes. | | | ✓ |
| 6. Create more accessible housing for seniors and people with disabilities to live independently. | | | | | |
|   | 6a. | Promote the use of universal design principles in rehabilitating existing homes/communities and building new communities. | | | |
| | | i. Identify cost-effective design characteristics of universal design. | ✓ | | |
| | | ii. Define the type of supportive services needed in these communities. | ✓ | ✓ | |
| | | iii. Create informational materials for developers and service providers. | | ✓ | ✓ |
| | | iv. Review tax credit regulations / requirements for universal design. | | ✓ | ✓ |
|  | 6b. | Explore opportunities for expanding priorities (policies and programs) for local home rehabilitation from aesthetics to accessibility/universal design. | | | |
| | | i. Update policies to allow consideration for future needs (e.g., “aging in place”). | ✓ | | |
|   | 6c. | Identify candidate communities/neighborhoods that are best suited (housing, transportation, services, etc.) for “age-in-place” and accessible design. | | | |
| | | i. Research lessons learned from past and current efforts (both “naturally occurring” and planned), including financing options. | ✓ | | |
| | | ii. Refine requirements to reduce costs and barriers to building denser development near transit. | | ✓ | |

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| | | iii. Educate public about “age-in-place” concepts. | | ✓ | |
| | | iv. Focus on communities with significant areas of health and social service disparity. | | | ✓ |
| 7. Expand crime-free multi-family projects linked to economic opportunities for residents. | | | | | |
|  | 7a. | Identify existing higher-density communities with high-crime. | | | |
| | | i. Inventory data and map existing communities and types (e.g., multi-family and single-family neighborhoods). | ✓ | | |
| | | ii. Define and prioritize needs and opportunities. | | ✓ | |
| | | iii. Educate the public about higher-density communities as safe communities. | | | ✓ |
|  | 7b. | Support programs that increase public safety and economic opportunity in identified communities. | | | |
| | | i. Identify funding opportunities. | | ✓ | |
| | | ii. Create and implement plans with partners (e.g., funding, development, public safety, economic development, social services, etc.). | | | ✓ |
| | | iii. Create new opportunities for property owners to invest in higher-density communities with high-crime problems. | | | ✓ |

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| FOCUS AREA: BUILT AND NATURAL ENVIRONMENT – NATURAL ENVIRONMENT | | | | | |
| 8. Enhance the quality of the natural environment through sustainability, pollution prevention, and conservation of resources. | | | | | |
|   | 8a. | Promote environmentally resilient communities that can prosper and residents can enjoy clean parks, open spaces and water. | | | |
| | | i. Identify challenges and opportunities to complete habitat conservation goals. | | ✓ | |
| | | ii. Identify and implement opportunities for the preservation of agricultural lands. | | ✓ | |
| | | iii. Promote innovative and cost-effective ways to engage the community and reduce pollution from stormwater to the region's recreational waterways. | | | ✓ |
|   | 8b. | Achieve maximum feasible reductions in air contaminant emissions in order to protect public health. | | | |
| | | i. Investigate ways to reduce mobile emission sources to limit air pollution. | ✓ | | |
| | | ii. Identify priorities for implementation of strategies to improve air quality. | | ✓ | |
| | | iii. Pursue grants and opportunities to advance air quality goals. | ✓ | | |

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| FOCUS AREA: ENRICHMENT – CIVIC LIFE | | | | | |
| 9. Expand training and opportunities for community engagement and advocacy. | | | | | |
|  | 9a. | Provide hands-on training and education for residents in the region during all stages of life. | | | |
| | | i. Identify “best practice” training programs available. | ✓ | | |
| | | ii. Use approaches to develop a plan of action for community identified issues. | | ✓ | |
| | | iii. Leverage existing networks and connections of Resident Leadership Academies (RLAs). | ✓ | | |
| | | iv. Scale up RLAs across the region to expand into emerging issues impacting the community. | | ✓ | |
| | | v. Diversify and expand participation in leadership training. | ✓ | | |
|   | 9b. | Increase access to and use of technology and the internet to promote community engagement. | | | |
| | | i. Support the creation of more access to the internet using wireless technology in public buildings and spaces. | ✓ | | |
| | | ii. Provide devices/technology to qualified families and nonprofit organizations. | ✓ | | |
| | | iii. Support and promote responsive web design for use on mobile devices. | ✓ | | |
| | | iv. Develop a central clearinghouse www.livewellsd.org of information, engagement tools, resources and opportunities for <i>Live Well San Diego</i> . | ✓ | | |

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|  | 9c. | Encourage expanded feedback and input across issue areas. | | | |
| | | i. Link to the San Diego Foundation’s initiatives and models to educate and engage residents in issues that are facing the region. | ✓ | | |
| | | ii. Identify shared priorities across stakeholder groups, and focus interests on issue areas. | | ✓ | |
| | | iii. Organize closer coordination and actions. | | ✓ | |
| | | iv. Facilitate inter-agency cooperation and civic engagement through partnerships with local agencies and organizations to share new and ongoing planning-related initiatives and receive public input. | | ✓ | |
|  | 9d. | Communicate success stories about community engagement and advocacy efforts. | | | |
| | | i. Publicize success stories through traditional and social media outlets. | ✓ | | |
| 10. Increase access to and participation in the election process. | | | | | |
|  | 10a. | Mitigate challenges to the voter registration process. | | | |
| | | i. Work with volunteers and community-based organizations to identify needs and increase voter registration. | ✓ | | |
| | | ii. Identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population. | ✓ | | |

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| | | iii. Strengthen communication channels and methods with new citizens to support voter registration. | ✓ | | |
| | | iv. Work with advisory boards (e.g., Language Advisory Committee, Voter Accessibility Advisory Committee, etc.) to remove barriers. | ✓ | | |
|  | 10b. | Market and communicate the various available methods to register and vote. | | | |
| | | i. Leverage regional County resources to provide consistent messaging and outreach regarding voter registration. | | ✓ | |
| | | ii. Work with local media to provide consistent messaging and voter education about vote-by-mail, on-line registration, etc. | | ✓ | |
|  | 10c. | Support school-based curriculum regarding elections and voting process. | | | |
| | | i. Partner with school districts to develop activities and lesson plans that facilitate an environment that celebrates registering to vote and engaging in the democratic process. | | | ✓ |
| | | ii. Increase the number of student poll workers. | | | ✓ |
|   | 10d. | Increase the number of poll workers. | | | |
| | | i. Develop an outreach strategy to increase volunteer opportunities at the polls. | ✓ | | |
| | | ii. Expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers. | ✓ | | |
| | | iii. Develop a business-focused poll worker recruitment program. | ✓ | | |

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| 11. Strengthen the quality, functionality and impact of the volunteer system. | | | | | |
|  | 11a. | Identify critical needs/areas for volunteer support. | | | |
| | | i. Review existing research on needs (topics, cultural, skills, outreach, etc.). | ✓ | | |
| | | ii. Prioritize opportunities for volunteer needs. | ✓ | | |
| | | iii. Engage leaders and resources to strengthen the volunteer system in the region. | ✓ | | |
|  | 11b. | Develop a regional network of volunteer organizations and opportunities. | | | |
| | | i. Convene regional leaders to define the opportunities, scope, scale, best practices and leadership of a regional network. | | ✓ | |
| | | ii. Strengthen the County's connection to major organizations to share volunteer opportunities and requests. | | ✓ | |
|  | 11c. | Enhance the County's volunteer program. | | | |
| | | i. Assess the needs and capacity of each department to utilize volunteers. | ✓ | | |
| | | ii. Share "best practices" through seminars, SharePoint and resources between departments. | ✓ | | |
| | | iii. Develop a dynamic centralized volunteer application and referrals system. | | ✓ | |
| | | iv. Identify and market "job descriptions" for volunteers in each department. | | ✓ | |

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| | | v. Collaborate with retired employees and Employee Resource Groups to promote volunteerism. | ✓ | | |
| | | vi. Identify and support volunteer opportunities for targeted populations (e.g., military/veterans, disabled, law enforcement/court-ordered referral, back-to-work, etc.). | | ✓ | |
| FOCUS AREA: ENRICHMENT – COMMUNITY ACTIVITIES | | | | | |
| 12. Expand the use of existing civic spaces for community needs and activities | | | | | |
|    | 12a. | Expand locations for community-based gathering, active-living programs and services. | | | |
| | | i. Identify existing and potential available public spaces. | ✓ | | |
| | | ii. Review and update, as necessary, use policies. | | ✓ | |
| | | iii. Publicize availability of available spaces and associated requirements for use. | | | ✓ |
| 13. Advance the arts, culture, and creative community throughout the region. | | | | | |
|  | 13a. | Increase connectedness, collaborations, technical assistance, advocacy, resource, and leadership infrastructure throughout the region. | | | |
| | | i. Research and recommend a model for arts coordination suited to the regional context and needs. | ✓ | | |
| | | ii. Identify and secure resources for regional coordination and infrastructure. | | | ✓ |

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|  | 13b. | Increase opportunities to deepen and broaden education, access, outreach and participation in the arts for people of all backgrounds, ages, and abilities. | | | |
| | | i. Understand existing arts participation and education patterns throughout the region via organizations' data. | ✓ | | |
| | | ii. Develop school and after-school-based opportunities through development of "artists as educators" (e.g., Collaborations: Teachers and Artists, Turn Around, and Arts Empower). | | ✓ | |
| FOCUS AREA: PROSPERITY, ECONOMY AND EDUCATION - WORKFORCE | | | | | |
| 14. Expand collaboration among workforce planning, education, community-based organizations, and government agencies' workforce development strategies. | | | | | |
|   | 14a. | Encourage key stakeholders to convene and coordinate on long-range future workforce plans, conduct regional evaluation on how the education community is preparing future generations for the workforce. | | | |
| | | i. Convene stakeholders to review data, opportunities, needs and priority areas for action. | ✓ | | |
| | | ii. Discuss needs for future generations to obtain four-year college degrees, and the ability of the existing systems to prepare for and meet that demand. | | | ✓ |
| | | iii. Provide information and best practices to public and private training developers as they develop and spread future curriculum. | | | ✓ |
|   | 14b. | Expand the "Navigators" model (focusing on training, job search, and employment) to support key growth sectors. | | | |
| | | i. Stakeholders to assess alignment with community colleges' vocational programs. | | ✓ | |

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|---|-------|--|----------------------|----------------------|----------------------|
| | | ii. Apply “Navigators” model to two- and four-year higher education pathways, including partnerships with universities, community college and major employers. | ✓ | | |
|  | 14c. | Provide opportunities at secondary school and for college level students to learn about careers in the public sector. | | | |
| | | i. Promote County internships and student worker programs at high school, community college and university levels in the region. | ✓ | ✓ | ✓ |
| | | ii. Foster internal growth within the County through programs to promote advancement and career pathways (mentoring and training programs). | ✓ | ✓ | ✓ |
| | | iii. Engage high school and junior high school students through use of career fairs and education/speaking opportunities to educate them on careers and the importance of public administration. | ✓ | | |
|  | 14d. | Utilize the County as a test platform for ideas that can be used by other entities. | | | |
| | | i. Identify opportunities, such as the Kaiser Kiosk (which is part of the County’s wellness program), for the County to test innovative ideas for its workforce. | | ✓ | |
| 15. Create pathways to careers. | | | | | |
|  | 15a. | Educate middle and high school students and their parents on how to channel their passions into career pathways. | | | |
| | | i. Identify targets, including students, interests/passions, and industries. | | ✓ | |
| | | ii. Provide engagement opportunities through tours, panels, shadowing and mentorships. | | ✓ | |

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|    | 15b. | Explore opportunities to create advanced manufacturing pathways for new veterans in aerospace, marine and land robotics. | | | |
| | | i. Engage target businesses to remove barriers and create flexibility in certification requirements. | | ✓ | |
| | | ii. Develop targeted training curricula and internships, as needed, to bridge certification gaps. | | ✓ | |
|   | 15c. | Reduce barriers to providing internship opportunities. | | | |
| | | i. Convene stakeholders to inventory internship opportunities throughout the region. | ✓ | | |
| | | ii. Identify and review issues, opportunities, needs and priority areas for action. | | ✓ | |
| | | iii. Identify opportunities and advocate for changes to internship policies and structure through colleges, schools, businesses and legislative change. | | | ✓ |
| | | iv. Publicize internship opportunities in the region. | | | ✓ |
| 16. Strengthen community members’ literacy to support stable families. | | | | | |
|    | 16a. | Expand literacy programs to libraries, community and recreation centers. | | | |
| | | i. Inventory and publicize existing resources for training and literacy support. | ✓ | | |
| | | ii. Identify opportunities to leverage existing programs (e.g., Libraries Empower All to Read Now, English as a Second Language, health, San Diego Saves, Money Talks for Teens, and Financial Caregiving for Aging Parents, citizenship, etc.). | ✓ | | |

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| | | iii. Identify efficiencies or additional ways to increase outreach of these programs, building coalitions around the topics and supporting events to promote goals. | | ✓ | |
| | | iv. Support expansion of training programs at County facilities that serve as community spaces, focusing on how parents can develop or improve upon their own literacy and to pass literacy skills onto their children. | | ✓ | |
|    | 16b. | Convene regional leaders to conduct outreach and educate employers/employees about best practices available to increase participation in retirement savings and other programs (e.g., planning, literacy and engagement, etc.). | | | |
| | | i. Review results from a pilot program (part of SD Saves) that promotes savings for first-time employees through goal-setting and enrollment in automatic payroll deductions into a savings account (during employee orientation). | ✓ | | |
| | | ii. Use lessons learned from the pilot program, increase outreach to willing employers and first-time employees to expand outreach and education materials. | | ✓ | |
| | | iii. Inventory and publicize available low-income and first-time home buying programs. | | ✓ | |
|   | 16c. | Develop family opportunities in after-school programs to support stable families and future workforce development. | | | |
| | | i. Identify ways to model 4H and other community clubs, and other organizations to increase support and participation. | ✓ | | |
| | | ii. Inventory organizations that support stable families and build coalitions to increase subject matters to include a variety of financial, health, science or other programs. | | ✓ | |

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|---|-------|--|----------------------|----------------------|----------------------|
| FOCUS AREA: PROSPERITY, ECONOMY AND EDUCATION – ECONOMIC DEVELOPMENT | | | | | |
| 17. Strengthen cross-sector collaboration to support economic development. | | | | | |
|  | 17a. | Develop resources to assist navigating public agencies to support business development and emerging industries. | | | |
| | | i. Develop a tailored list of contacts for use by business associations and liaisons. | ✓ | | |
| | | ii. Investigate methods for agencies and economic development agencies to support regional resource guides across agencies and industries. | | ✓ | |
| | | iii. Convene associations and key staff to review and refine resources and available information. | | ✓ | |
|  | 17b. | Create stronger networks and communication channels between public agencies and business associations. | | | |
| | | i. Invite public agencies' representatives as members/participants of business associations' meetings. | ✓ | | |
| | | ii. Host public agencies' presentations at meetings/forums to educate business associations' membership. | ✓ | | |
| | | iii. Identify priority areas and gaps for closer public-private collaboration and information sharing, including regulations and incentives that strengthen advocacy and outreach efforts to reform regulations and engage businesses. | ✓ | | |
| | | iv. Identify specific challenges in the development and permitting process for problem solving. | | ✓ | |
| | | v. Implement and engage coalitions for review and action on identified policy issues. | | | ✓ |

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| | | vi. Host presentations at meetings/forums to educate agencies on businesses and business-related issues. | | ✓ | |
|    | 17c. | Organize public-private sector collaborations to position the region for emerging State incentives. | | | |
| | | i. Research opportunities: sources and types of incentives that could be offered through partnerships with businesses and governments. | ✓ | | |
| | | ii. Prioritize local and regional needs and identify sectors where opportunities exist. | | ✓ | |
| | | iii. Organize pursuits and implement coordinated projects, programs and applications for grants. Serve as a leader to bring together local jurisdictions to partner on grants. | | ✓ | |
| 18. Investigate opportunities to generate regional partnerships and collaboration to support local economic development. | | | | | |
|  | 18a. | Explore opportunities to make the most of local resources to meet local economic development goals and obtain the most favorable contract rates for the County. | | | |
| | | i. Support local food production, businesses and industry. | | ✓ | |
| | | ii. Investigate ways to leverage County purchasing power throughout the region. | | ✓ | |
|  | 18b. | Support planning and regulations that allow balanced development and environmental preservation for the region. | | | |
| | | i. Research methods and best practices to streamline appropriate regulations for the County of San Diego as community and facility plans are developed. | | ✓ | |
| | | ii. Prioritize practices and implement change to plans and processes. | | ✓ | |

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POTENTIAL FUTURE OPPORTUNITIES FOR STAKEHOLDERS

As a stakeholder-driven process, a wide range of potential opportunities were identified for the *Thriving* initiative. Opportunities that were shaped into implementable strategies with committed leaders and a strong County government are moving forward for implementation. As ongoing *Thriving* and *Live Well San Diego* implementation efforts achieve results and engage more stakeholders, additional opportunities identified in the planning process may gain broader interest for future coordination, collaboration and action by stakeholders as they formulate their own Thriving plans as *Live Well San Diego* partners. Potential future opportunities for the stakeholders include:

- Create transit-oriented development and strengthen land use and zoning in the cities
- Ensure student transit passes are provided
- Refine parking requirements to reduce cost of providing housing in urban areas
- Use neighborhood crowdfunding to generate funds for infrastructure
- Establish an arts commission
- Strengthen coordination in the Regional Housing Needs Assessment process
- Promote tax-free college education funds for vocational training
- Increase visibility of San Diego jobs in film, video games, music, etc.
- Support return of manufacturing businesses from Asian countries and the creative economy initiative
- Create a passenger ferry around San Diego Bay
- Develop live-work art cooperative spaces, including public gallery spaces
- Improve public transit to support the arts community
- Open shuttered buildings to arts organizations to use the space
- Expand transit-oriented development around high-frequency transit
- Support community members in striking a better work-life balance

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County of San Diego Departments and Employee Resource Groups:

African American Association of County Employees

Aging and Independence Services

Agriculture, Weights and Measures

Air Pollution Control District

Animal Services

Child Support Services

Clerk of the Board of Supervisors

Environmental Health

Farm & Home Advisor

First 5 Commission of San Diego County

General Services

Health & Human Services Agency

Housing & Community Development

Human Resources

Library

Office of Emergency Services

Parks & Recreation

Planning & Development Services

Public Safety Group

Public Works

Purchasing & Contracting

Registrar of Voters

San Diego County Latino Association

San Diego County Sheriff's Department

Technology Office

Treasurer/Tax Collector

Planning Team:

Sarah Aghassi, Deputy CAO/General Manager, Land Use and Environment Group

David Estrella, Deputy CAO/General Manager, Community Services Group

Eric Lardy, Land Use/Environmental Planning Manager, Planning and Development Services

Holly Simonette, Group Program Manager, Community Services Group

Consultant Team:

Carolyn Verheyen, MIG, Inc.

Andy Pendoley, MIG, Inc.